FOCUS | COVER STORY

BK franchisee recruits moms, students

By Bill Carlino

GRAND RAPIDS, Mich. — Beset by high turnover and a dwindling teen-age work force, Dan Treirweiler, owner of 23 Burger King franchises in western Michigan, scrambled for solutions to improve staff quality and boost retention.

In late 1986 at least 12 of his franchises were understaffed. Despite $1 million in sales from each of his stores, daily operations scraped by while crew turnover approached 300 percent.

"I realized that our units needed employees who were responsible and didn't have that 'burger flipper' image associated with most fast-food establishments," says Treirweiler, chief executive of BBD Enterprises—his Burger King franchisor firm. "College students are usually in the market for a part-time job, and mothers can do the work of three teen-agers."

In an aggressive recruiting effort to entice mothers and college students to work for Burger King, Treirweiler implemented day-care and educational bonus programs.

One year later his undermanned units boasted a total of 840 employees, and monthly job applications increased 35 percent.

"When you offer necessary incentives to your staff, the results in morale and productivity become obvious," Treirweiler says. "The day-care and educational programs are contemporary needs for today's workers."

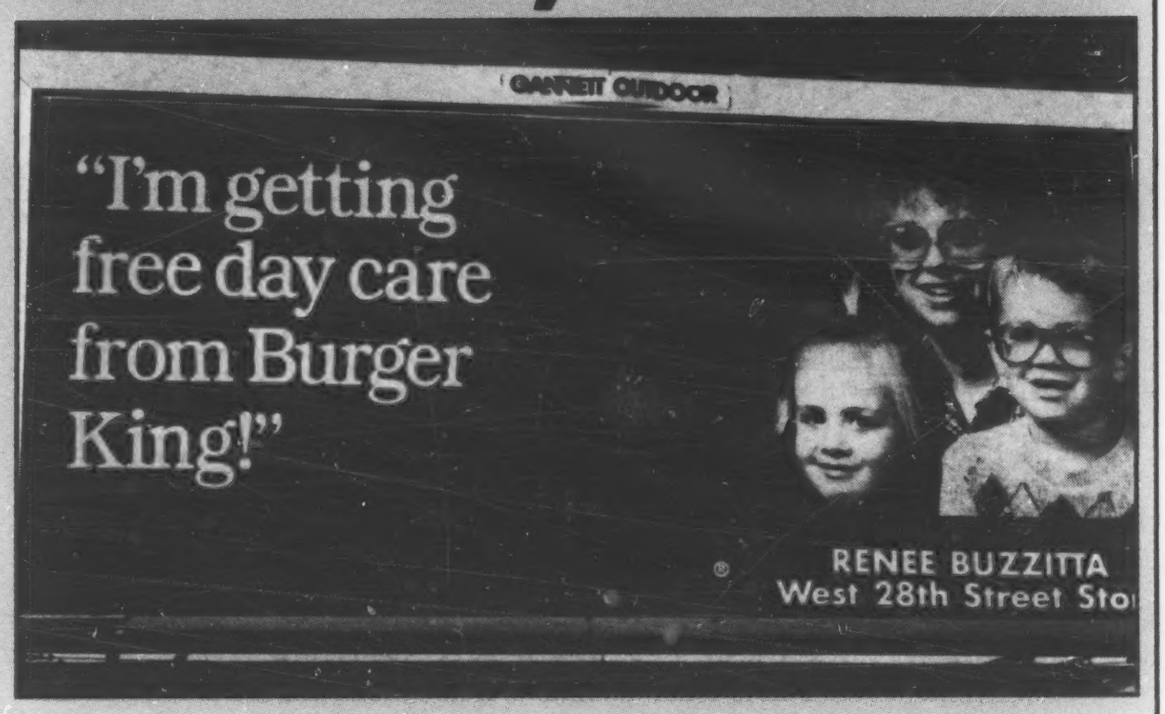
Employees with one child became eligible for free day-care service provided that they worked a minimum of 24 hours a week between the hours of 7 a.m. and 2 p.m. The benefit for additional children is determined on an individual basis. Children enrolled in the Burger King Day Care service program attend state-licensed facilities provided by 4C—a community child-care service.

In a salute to his efforts for instituting the employee day-care package, Treirweiler received a 1987 "Women in the Workplace" Award from the Grand Rapids chapter of the Women's Resource Center.

"So far nearly 400 of our franchises' 1,200 workers have enrolled in the program," Treirweiler says. "Child-care benefits may someday be in as great a demand as health and dental."

To shoulder the rising costs of college tuition, BBD enterprises offers $2,500 educational grants enabling qualified employees to attend the college or university of their choice. To be eligible, they need a high-school diploma and a minimum of 12 months employment in a BBD Burger King unit.

Upon acceptance to the program, the employee receives $1,000, with $750 for each additional six months of service.



Billboard advertises Burger King Day Care Program for employees.

"This is not a loan," Treirweiler stresses. "We realize just how big a burden a college education is today, and this is one way we can help employees fulfill their personal goals."

Treirweiler reports that nearly 300 employees have signed up for the program, and it has gained such favorable response that a local college vowed to match the $2,500 sum if any Burger King employee opted to attend there.

With both programs in full swing, Treirweiler recently launched an advertising campaign in which selected participating employees have their pictures pasted on 72 billboards dotting Interstate 96.

Each billboard features an employee's picture, name, store location, and the particular benefit program.

"It all comes down to a simple equation," Treirweiler says. "Take care of your people, and they'll take care of you."

LOOKING FOR SOLUTIONS

(Continued from page F1)

Ironically, the figure was the highest ever in the industry.

Saul, who served two terms as a legislator for the California Restaurant Association, insists the professional image of the restaurant industry needs to be upgraded.

"This business was, and still is, perceived to be an alternative for people who couldn't find a job anywhere else," Saul says. "But the restaurant industry is a profession and should be treated as such. Unfortunately, many workers and managers don't think of it in that capacity."

Although Saul says several of his employees have logged 20 years of service or more, the majority of his crew works six and seven days a week with a lot of unwanted overtime as his store experiences the labor crunch.

"I don't think any operation ever feels it's completely staffed regardless of its number of employees," says Richard Claiborne, regional director of human resources for Roy Rogers restaurants. "But the industry must concentrate on keeping its employees rather than the perpetual circle of hiring and turnover."

It is estimated that hiring an entry-level or hourly employee who does not work out costs an operation between $5,000 and $10,000 in wasted training, insurance, and productivity. About half of employee separations occur during the first 30 days. Chain and franchise operators are more susceptible to a labor shortage than are independent operators.

With one of the lowest national averages in the hourly wage, at $4.41, restaurants are hard-pressed to ward off job pool competition from such higher-paying markets as retail stores, banks, hotels and motels, and convenience stores.

However, operators may be forced to tailor a competitive pay scale in the wake of a recent federal wage proposal submitted by Sen. Edward Kennedy, D-Mass. If his proposal is passed into legislation, the minimum wage could reach $4.65 by 1991. On July 1 California will raise its minimum wage to $4.25.

"When a minimum-wage increase is instituted, the entire industry floor goes up," Saul points out. "As soon as an employee making minimum wage is given an increase, higher-paid workers demand similar compensation. So raising the wage may produce short-term beneficial effects, but in the long run it really doesn't solve a widespread labor problem."

In order to stay competitive with other segments of the retail industry, operators have had to expand standard benefits packages to include profit-sharing, a child-care allowance, paid sick leave, educational assistance, and even English language classes. Saul says employees at Junior's receive $1 million life insurance policies, complete health and dental plans, and paid vacation.

"Today's labor market is basically a supply-demand relationship," says one independent operator. "The quality of your employees is contingent on what your operation has to offer. It may sound clichéd, but like any other business, you really do get what you pay for."

In addition to high turnover and shrinking numbers, the Gallup survey spotlighted fewer qualified job applicants and fewer applicants for hourly wage positions as problems plaguing restaurant industry labor.

"A priority challenge the industry faces is presenting food service as a viable career path," says Tom Mirgon, Eastern zone director of human resources for Taco Bell. "And, sadly, the quality of applicants has reflected this. Traditionally the restaurant industry has been lagging behind other businesses in competitive wages, benefits, and upward mobility, and the job tenure is generally shorter."

Teen-agers, once a staple of the restaurant work force, are gradually yielding to more mature work segments. The teen labor force is expected to shrink by 1.5 million in 1992, the by-product of higher-paying positions in other retail trade industries and of operators leaning toward employee maturity.

"In several positions we prefer to have our customers come into contact with more mature employees," says John Dawes, vice president of human resources for Gilbert-Robinson Inc., the parent company of 60 Houlihan's restaurants. "It's not easy money working in a high-volume establishment like Houlihan's, and we want reliable people who have a good attendance record; teen-age employees don't always meet those criteria. For that reason we avoid teen-agers as hosts and hostesses, and we lean toward mature people as servers, too."

However, industry executives agree that operators must employ motivation and incentive techniques as one of the primary methods to hire and retain both unit-level management and hourly employees.

Whether an operation implements incentive programs like Marriott's Grand Prix and Triathalon or a partner-manager plan like that of Golden Corral or Au Bon Pain, the end result is ideally a sharp reduction in turnover and an escalation in productivity.

"In order to properly motivate a staff, you must let them taste success," says Arby's chief executive Len Roberts. "And that is done by giving them practical goals to achieve. Once they taste success, nothing else will ever be able to replace that.

"If they know they can have more,

*(See **LABOR**, page F10)*

THE LABOR CRISIS

Checklist

- Six million people are employed in the nation's eating and drinking places. In 1990 the restaurant labor force will hit 6.8 million workers.
- The restaurant industry has an estimated shortage of 200,000 employees.
- Turnover for hourly employees averages 250 percent, which means that the typical worker stays less than three months.
- The median hourly wage for the restaurant industry is $4.41, $1.06 more than the minimum wage. Over the last year it has risen six cents.
- The national unemployment rate averaged 6.2 percent in 1987. Recently the median has been 5.4 percent.
- Half of all turnover in food service occurs within the first 30 days of employment.
- Chain and franchise operators are more likely to feel the impact of shortages than are independent operators.
- Women account for 57.1 percent of the total work force in the restaurant industry, compared with 44.8 percent for all industries.

Source: NRN research

FOCUS | COVER STORY

LABOR CRISIS

(Continued from page F6)

they will constantly broaden and raise their sights."

While employee motivational techniques may vary with each operation, crew recruitment and retention usually falls squarely on the shoulders of the store manager.

The amount of latitude a manager is given in regard to hiring is contingent on several factors: advertising budget and company permission for interaction with work agencies, such as Job Services, the Private Industry Council, and summer youth group job organizations.

A manager's basic recruiting tools can include classified ads, tray liners, the local school bulletin board, employee referrals, and even the standard help-wanted signs. But changing area demographics dictate an operation's available work segment.

"There is no homogenization of the work place like there was 30 years ago," says Neil Reyer, vice president of dining and travel services for Chemical Bank. "Today's eating and drinking operations encompass many different races and religions, and the needs of each employee differ. A good manager has to be aware of these needs."

Recent industry data support his theory.

Figures supplied by the Bureau of Labor Statistics indicate a 61-percent increase of blacks and a 56-percent increase of Hispanics employed in eating and drinking establishments. The rise of those ethnic groups is nearly double the 27-percent increase for total industry employment.

"The days of systemwide operational changes are a thing of the past," Mirgon says. "Everything is regionalized today. Your staff requirements in an inner-city New York store are quite different from one in Green Bay, Wis."

To enhance labor force availability, flexible schedules must be given priority as more working mothers re-enter the job market and even senior citizens search for part-time work.

Eating and drinking establishments reported the lowest weekly hours of all industries in 1987, with an average of 26. Fast-food operations recorded 63 percent of all employees working 15 to 34 hours per week. Eighteen percent of fast-food employees worked less than 15 hours a week.

"Teen-agers and college students may not ideally want to work at night because of study time and exams," says one Burger King operator, "while mothers and senior citizens may prefer the morning or afternoon hours. A unit manager has to be flexible enough to schedule around his employees' preferences and still have his unit or restaurant run as efficiently as possible."

Motivation and scheduling problems become magnified in 24-hour operations.

"It's a real challenge to motivate and get top productivity from employees making $4 or $5 an hour when it's one o'clock in the morning," says Greg Kirsch, general manager of Sky Chefs at Newark Airport. "Any supervisor or manager can look great when your workers are being paid top dollar.

"On the other hand, sometimes prospective employees come to us, saying it's more convenient for them to work at night. And that makes scheduling a lot easier than having to rotate who's going on the graveyard shift."

Kirsch says that during holiday seasons Sky Chefs serves special meals in the employee cafeteria, and occasionally he surprises the staff with cakes and pastries. It's the little things, Kirsch believes, that bolster employee productivity and loyalty.

"Let them know that you're behind them 100 percent," he explains. "You, as the manager, have to establish a bond between yourself and the employees. However, instill in them a sense of accountability, too. This way they feel like they're part of something and have a responsibility."

The Hot Shoppes and Travel Plazas, although they are 24-hour operations, boast the lowest turnover percentage in the entire Marriott Corp. Crew turnover has been trimmed to 63 percent, while management stands at 22 percent.

"We found what our staff wanted in terms of rewards and incentives through various surveys," says Steven Leipsner, vice president of Marriott's Travel Division.

"We instituted standard and supplemental bonus plans and pointed out that 95 percent of our managers are promoted from within. That gives crew employees something to aim for when there is an excellent chance of upward mobility. But the rewards must be attainable for the majority of your work force, not just for a select few.

"If employees feel they have no chance to qualify for an incentive bonus, they may take the 'why bother' attitude."

As one industry chief executive says:

"Recognize an employee for what he's doing right and never resort to fear motivation. Fear is good for short-term results only. Hiring and keeping quality employees boils down to finding out their wants and needs, meeting them, and applying them to your operational objectives.

"It doesn't do your restaurant any good if your employees scare your customers away!"

EMPLOYEE TURNOVER RATES

	Median number of employees	Median number of W-2's	Turnover rate
Full-menu/tableservice	40.0	85.0	2.1
Steak/seafood	40.0	94.5	2.4
Italian	29.0	79.0	2.7
Hamburger/subs	63.0	80.0	1.3
American	40.0	80.0	2.0
Limited menu/no service	20.0	53.0	2.7
Hamburgers/subs	17.5	35.0	2.0
Chicken	61.0	127.0	2.1
Mexican	25.0	98.0	3.9
Limited menu/tableservice	27.0	53.0	2.0
Cafeterias	30.5	58.0	1.9

Source: National Restaurant Association.

1987 AVERAGE HOURLY EARNINGS FOR NONSUPERVISORY EMPLOYEES

Banks	$7.50
Grocery stores	7.11
Food stores	6.95
Department stores	6.80
General merchandise stores	6.48
Laundry and cleaning	6.14
Hotels and motels	6.12
Drugstores	5.86
Bakeries	5.61
Apparel stores	5.57
Gas stations	5.51
Variety stores	4.81
Restaurants	4.41

Source: Bureau of Labor Statistics

MEDIAN NUMBER OF FULL- AND PART-TIME EMPLOYEES

	Full-time	Part-time (avg. 25 hours per week)
Full menu/tableservice	18.0	16.0
Steak/seafood	18.0	19.0
Italian	10.0	14.0
Hamburgers/subs	38.5	3.5
American	17.0	18.0
Limited menu/no service	6.0	11.0
Hamburgers/subs	6.0	9.0
Chicken	21.0	25.0
Mexican	8.0	14.0
Limited menu/tableservice	8.0	14.0
Cafeterias	20.0	6.5

Source: National Restaurant Association.

EMPLOYMENT BY AGE FOR FOOD-SERVICE OCCUPATIONS

	Males			Females		
	1970	1980	1986	1970	1980	1986
16-17	20.7%	23.6%	18.4%	8.4%	11.8%	10.1%
18-19	12.7	16.7	14.3	7.6	11.1	9.7
20-24	12.7	20.2	24.7	10.0	17.3	19.4
25-34	12.2	16.6	22.4	15.0	17.3	22.6
35+	41.7	22.9	20.2	59.0	42.5	38.2

Source: Current Population Survey

MEDIAN AGES OF EMPLOYEES

	1980		1986	
	Male	Female	Male	Female
Restaurants	24.0	25.5	25.1	26.2
All industries	36.2	34.6	35.3	34.5

Source: Current Population Survey

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NEWSPAPER

Staff education key to wine selection

Mort Hochstein/Page 26

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NRA funds new blitz

Hourly pay, tip credit get new lobbying push

By Richard Martin

CHICAGO — The National Restaurant Association's board of directors has approved increased funding to intensify grass-roots lobbying against looming minimum-wage hikes.

In addition, the board voted to hire former Louisiana Sen. Russell Long as a free-lance congressional lobbyist to increase the tip credit.

Catalyzed by forecasts of an imminent vote in the House of Representatives on thorny minimum-wage legislation, the NRA board approved the short-term, $300,000 allocation for the two-pronged lobbying boost at the start of its annual Restaurant, Hotel-Motel Show here last month.

Long, the longtime Democratic chairman of the Senate Finance Committee and still an influential figure on Capitol Hill, immediately began championing the NRA position in favor of a 100-percent tip credit against the federal minimum wage.

The NRA supports the pending bill's provisions to increase the tip-credit allow-

*(See **LABOR**, page 7)*

Full coverage of NRA show

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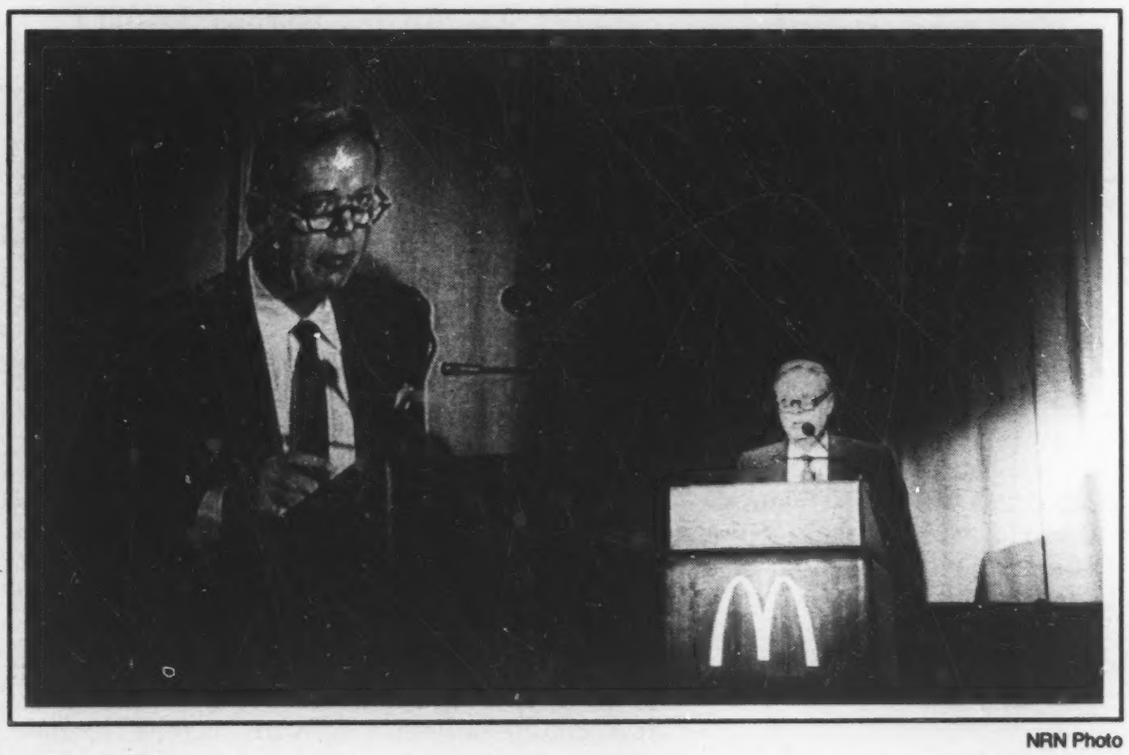

NRN Photo

Dwarfed by his own TV image, chairman Fred L. Turner at annual meeting.

McD goes high tech to battle labor crisis

Probes new market niches for growth

By Peter J. Romeo

OAK BROOK, Ill. — With its 7,600 domestic units already snagging 7 cents of every dollar spent in U.S. restaurants, McDonald's is striving to extend its dominance by embracing new technology and venturing into non-traditional market niches.

In its annual huddle with shareholders, the world's largest restaurant operator detailed plans to bolster unit efficiencies by outfitting restaurants with labor-saving computers and sophisticated kitchen equipment.

Executives also briefed the 2,000 attendees on McDonald's plans for expanding aggressively overseas, dealing with the labor shortage, and maintaining the chain's marketing momentum.

Meanwhile, the officials indicated at a press conference following the meeting that the 10,000-unit chain will con-

*(See **McDONALD'S**, page 166)*

Star Euro chefs make US cameos

Hotels hire top names for promotions

By Joe Edwards

Hotshot European chefs are finding that American hotel kitchens are great places to visit.

They are accepting invitations to cook special dinners or oversee week-long food festivals at major hotels in New York; San Francisco; Newport Beach, Calif.; and other cities.

For the chefs it is a chance to show off for the American media and at the same time drum up business for their own restaurants overseas. For the hotels the visits provide an opportunity to promote their restaurants, attract new customers, and excite their staffs.

Peter Tischmann, managing director of the St. Regis Sheraton in New York, views the monthly "Nights of the Culinary Stars" in the hotel's King Cole Restaurant as a way of boosting dinner business.

Customers come to sample the fare of the visiting chefs and may be inclined to return

*(See **EUROPEAN**, page 166)*

FOOD WATCH

Haute à la Colorado

VAIL, Colo. — With all the fuss being made over California, Southwest, and Heartland cuisine, it was only a matter of time before the Rocky Mountain region got into the act.

As part of a state campaign to promote homegrown products, Alfredo's, the fine-dining restaurant in the Westin Hotel here, late last year offered a $32 "All Colorado" prix-fixe dinner.

Chef Christian Berg said the popularity of that dinner convinced him to continue offering regional fare through the 110-seat restaurant's monthly "A Taste of Alfredo's" promotion.

The dinner featured cream of fresh, sweet corn and smoked forest mushroom soup with crisp bacon and potato skin cracklings; a salad of local greens, wild flowers, sprouts, vegetables, and melon served with nectarine-sunflower vinaigrette; and a Colorado lamb rib-eye, which was butterflied and pounded thin, coated with a mousse of spinach, basil, and pancetta.

Dessert was a Grand Valley plum soufflé with spiced-apple yogurt sauce and a glass of Colorado-produced Riesling wine.

—Alan Liddle

Little Caesars has right stuff in TV ad test

By Marilyn Alva

LINCOLN, Neb. — Little Caesars, counting on capable new advertising creatives to hurl it into the national limelight for its first network buy later this year, may have the right stuff to do the job.

NRN Adtrack

An exclusive Nation's Restaurant News Adtrack screen test of a representative ad from the new series of Little Caesars commercials showed it has an above-average overall rating and an appeal-

*(See **CAESARS**, page 4)*

CHARLES BERNSTEIN PROPOSES SOLUTION TO 'HELP WANTED' — Page F3

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NEWS DIGEST

Chicago no-smoking law lets restaurateurs set the limits

CHICAGO — The City Council here has passed a non-smoking ordinance that allows restaurant operators to decide how much space to reserve for non-smokers.

"We probably have the most enlightened law of any city in the country," said Andy Kelly, executive director of the Illinois Restaurant Association, which lobbied for the provision that was passed. "We are comfortable with it because it allows the sections to expand and contract."

The new ordinance exempts bars from providing non-smoking areas. Owners of establishments with both restaurants and bars assume the exemption applies to their entire bar sections.

Also exempt are non-enclosed public places, such as sidewalk cafes, and restaurants and hotels used for private events.

Put booze on carcinogen list, Calif. science panel advises

SACRAMENTO, Calif. — In a development that bodes ill for restaurants dependent on liquor sales, Gov. George Deukmejian's Scientific Advisory Panel has recommended that alcoholic beverages be added to the state's list of carcinogens.

The panel, which issued its recommendation after studying the correlation between alcohol consumption and cancers of the mouth and throat, called for a second study to determine at what dosage liquor becomes a carcinogen.

If the second study verifies that alcohol does indeed pose a "significant" risk, the state will likely mandate that customers be advised of the health dangers at the point of purchase.

KFC tests Cajun-style item, resurrects fillet sandwich

LOUISVILLE, Ky. — Kentucky Fried Chicken units in several major cities are testing a red-beans-and-rice side dish as a complement to the chain's Hot 'n' Spicy Cajun-style fried chicken, which is offered in about 300 urban stores.

Meanwhile, some KFC operators have resurrected the chain's fried-chicken fillet sandwich in an apparent attempt to piggyback on the lunchtime popularity of Chicken Littles miniature sandwiches. Several months ago KFC brought back the fillet item—a standard feature for several years—as a menu option.

Cajun-style chicken and such New Orleans-style side dishes as dirty rice are signature items of Popeyes Famous Fried Chicken, the nation's No. 3 fast-food poultry chain.

KFC is continuing sales trials of prepackaged salads and oven-baked and char-grilled chicken, a spokesman said.

Summer kick-off proves to be hot one for NY resort

HAMPTON BAYS, N.Y. — Restaurants in the Hamptons, the Long Island summertime getaway spot for many New Yorkers, ran out of lobsters, rolls, and other foodstuffs on Memorial Day when customer counts exceeded expectations.

The turnout supported projections by travel industry figures that the summer will prove the busiest one in years for many resorts. They contend that the weakness of the U.S. dollar against foreign currencies will curtail overseas travel this summer, spurring people to frequent domestic recreation areas instead.

Heavenly Hot Dogs chain merges with BK Ventures

CAPE CORAL, Fla. — Heavenly Hot Dogs, a fast-food frankfurter chain based here, said it has completed a merger with an operator called BK Ventures to form a new publicly traded franchising concern.

Stock in the new company will be traded under the name BK Ventures.

The concern is headed by Joseph Lanktree, a former president of the Twistee Treat, a snack chain specializing in soft-serve ice-cream.

Hope, celebrity chefs to join in grand opening of Phoenix

CINCINNATI — Comedian Bob Hope, a bevy of circus performers, and some leading chefs from around the country will take part in the June 18 and 19 grand opening of The Phoenix, a mammoth restaurant, meeting, and convention facility owned by Carl and Shelley Bruggemeier and Bruce Sholk.

The 95-year-old building underwent a $5 million renovation over the last two years. The Phoenix has 27 separate dining rooms with total seating for 2,400. The Ohio Brasserie, a 175-seat public restaurant, retail food store, wine shop, and bakery will open on the basement level next spring.

Seven well-known chefs, including Stephan Pyles of the Routh Street Cafe in Dallas and Jean Louis Palladin of Jean Louis in Washington, will join Phoenix chef Paul Sturkey in cooking a degustation dinner for 1,000 guests. Proceeds will go to charities.

Pizza Hut buys operator of 101 Florida outlets

WICHITA, Kan. — Pizza Hut, resuming a growth strategy that had not been employed in several years, has acquired Pizza Hut of Titusville Inc., a 101-unit Florida franchise, from Wichita businessman Michael Dart.

Terms were not disclosed.

In the early 1980s Pizza Hut, a subsidiary of Pepsico, had expanded its holdings by acquiring several of its licensees, including one of the largest, 100-unit A&M Food Services of Tulsa, Okla.

Funk, 30-year cellar master of Brennan's, dead at 61

NEW ORLEANS — Herman Joseph Funk Jr., wine cellar master of the renowned Brennan's restaurant here for the last 30 years, died while vacationing in California in May.

He was 61.

Brennan's is one of the stalwarts of the New Orleans fine-dining scene. Zagat, the acerbic restaurant guide, praised the restaurant for its "outstanding wine list."

7-Eleven fires salvo in new summer treat ads

DALLAS — 7-Eleven, the convenience store giant that is barging into the fast-food market, is taking aim at the major quick-service chains with a new advertising campaign touting a just-introduced proprietary summertime product.

The new treat, a Coca-Cola-flavored version of 7-Eleven's signature Slurpee frozen drink, "is available only at 7-Eleven," stress the new television commercials, which debuted on Memorial Day.

7-Eleven, the nation's largest convenience-store chain, also features deli sandwiches and microwavable finger foods.

Trump, Griffin end feud over Resorts Internat'l

NEW YORK — Real-estate magnate Donald Trump and entertainer Merv Griffin have finally agreed how to split the assets of Resorts International Inc., ending a long struggle for control of the hotel and gaming company.

Under the definitive agreement, Griffin will acquire most of the Atlantic City, N.J.-based hotel-casino operator, including properties in Atlantic City and the Bahamas. Trump will retain the extravagant but uncompleted Taj Mahal Atlantic City hotel-casino and a few other assets.

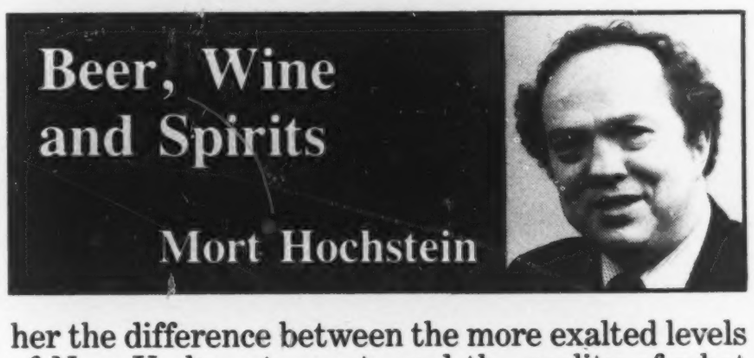
Los Angeles-based Griffin Co. would pay about $205 million in cash for Resorts Class A shares, about $96.2 million for Trump's Class B shares, and about $1.4 million for the Class B stock Trump doesn't own. In addition, Trump would receive $60 million from Griffin to terminate a management contract he has with Resorts.

The pact will be presented to independent Resorts directors next week.

Staff education key to proper wine selection and service

We could write a book: And a lot of people have published books about the problems of beverage service. Nothing we've written in recent months seems to have touched so raw a nerve as did the column about a personal experience with poor wine service in two New Jersey restaurants.

Ann Rosenzweig, president and chief exective officer of Club "21," said it really brought home for



her the difference between the more exalted levels of New York restaurants and the reality of what happens in all too many eating places. A major distributor said it's all a matter of attitude, that the restaurant operator doesn't pay enough attention to wine and what it can mean to the check. Another distributor said staffs change almost overnight and desperately need training and retraining. His people, he said, spend a large portion of their time on education—teaching the wait staff the basics of wine.

Fear of serving: "Even here, deep in the heart of wine country, you find waiters and waitresses frightened at the thought of serving wine," said a winery executive who shall remain nameless to escape the wrath of his neighbors.

"If a customer shows signs of wanting to order wine, waiters and waitresses are worried and embarrassed," the executive said. "Management isn't too sharp either. Within ten miles of our winery, I've found our Pinot Blanc listed in one restaurant as blush wine and in another as a rosé. I heard someone correctly order it as a white only to be told he was wrong."

On the other hand: Frank Woods, the marketing whiz who founded the Clos du Bois winery in Sonoma County, Calif., sees restaurants developing a greater degree of sophistication.

"We've noticed a steady upgrading of wine lists," he said. 'Operators have always been concerned about consistency of supply and rightly so. They tended to buy only nationally advertised wines marketed by large firms that could guarantee inventory. Now they're not so intimidated by the possibility of running out, and they are willing to work with distributors who can give them an equitable allocation of wines that are scarce and in great demand."

In the case of Clos du Bois, that applies to its top-of-the-line vineyard- designated Marlstone and Flintstone wines, which are in the high double figures at retail and always in short supply, since restaurants and hotels take the majority of production.

That sophistication, Woods notes, begins with house wines. Operators, he said, are finding that they can no longer get away with offering a $2 house wine that cost them 20 cents. Customers are now asking for Chardonnay by the glass, and that forces restaurants to upgrade their bar wine and improve the general list. Woods sees the big growth for the next 15 years in superpremium varietals costing anywhere from $42 to $84 FOB and retailing from $7 to $15 a bottle.

What more can anyone do? Short of conducting training seminars in every restaurant producers serve, some of them try to improve general wine knowledge by enclosing helpful literature in the case. Enclosed are wine descriptions for the list, notes on the wine by the winemaker, and thoughts on serving it.

For instance, under Sommelier's Corner, "Words for the Wine List," a recent enclosure by Preston Vineyards of Sonoma describes its 1987 Dry Creek Valley Chenin Blanc as "Dry and full bodied, flavors of melon and pineapple, oak finish." The winemaker's wife adds serving suggestions, pairing the Chenin with spicy seafood dishes as well as roast chicken. That sort of information could be very helpful to servers who lack expertise and may not have tasted the wine, but too often the notes get tossed away in the empty case.

The best for less than $10: The International Wine Center in New York has released its annual selection of Cabernet Sauvignons selling at less than $10 retail or less than $80 a case wholesale. Tasters worked their way through 200 wines before coming up with 14 winners, four Australian Cabernets, and 11 domestic.

Wines were judged in three retail price ranges: less than$6, $6 to $8, and $8 to $10. An australian wine, the '85 Lindemann's Bin 45, was the sole winner in the lowest price range. Two non-vintaged California wines, Round Hill, Lot 6, and Bel Canto, North Coast, both $7.50, and the '85 Estancia, $7.12, placed in the $6-to-$8 bracket.

Top-ranked wines in the $8-to-$10 retail category were the 1983 Zaca Mesa, $8.98; Columbia Crest, Washington, $8.24; and two California labels, Creston Manor $9.99, and Round Hill, $9.62, all 1984. From the 1985 California vintage: Fetzer Barrel Select, $9.93; Kendall-Jackson, Lake County, $9. From Australia: Peter Lehmann, Barossa Valley, $8.99; Roo's Leap, McLaren Vale, $9.99; Saxonvale Bin 1, Hunter Valley, $9.98. A 1986 Cabernet from Palmer Vineyards on Long Island in New York, $9.38, was a surprise winner among the top 14.

One a month: DISCUS, the Distilled Spirits Council, says state increases on liquor taxes and markups came at the rate of almost one a month from 1980 to 1987. The industry group, arguing against what it considers unduly high taxes, said the industry contributed $3.2 billion in state and local taxes in 1986, more than half of what the states spend for health programs and twice what they spend on police protection.

On the retail side, Alabama has the highest liquor taxes, with federal state and local levies running to 70 percent of what the consumer pays. Other high-tax states are Oregon (64.8 percent); Utah (63.9 percent)) and Washington ($63.5 percent). Nationally, taxes amount to 45 percent of the cost of spirits.

Poll: 2 out of 3 employees would quit jobs if they became rich

SAN FRANCISCO — Two out of three employees would quit their jobs if they suddenly became independently wealthy, according to a nationwide opinion survey of top corporate personnel experts.

Top executives, however, would continue to work despite newfound wealth.

The survey, which was designed to examine "non-monetary attitudes" toward work, was developed by Robert Half International, a financial, accounting, and data processing recruiter.

The respondents were asked, "In your opinion, if the average (top executive), (middle-management executive), (staff employee) suddenly became independently wealthy, do you think he or she would retire, semi-retire, take a leave of absence and then return to work, or continue to work?"

The results of the poll show 37 percent of staff employees believe they would retire if they became instantly wealthy as opposed to 5 percent of top executives who said they would leave their jobs.

Of those who would choose to continue to work, a whopping 67 percent of top executives said that they would stay at their jobs as compared with 30 percent of staff employees who said that they would continue working.

"Some people who climb up the corporate ladder are often motivated as much by the satisfaction they derive from their jobs as they are by the financial rewards of success," said Max Messmer, president of Robert Half International.

If you suddenly became rich, would you stop working?

	Top executives	Middle management executives	Staff employees
Continue to work	67%	42%	30%
Semi-retire	21	29	16
Leave of absence, then return to work	6	15	14
Retire	5	11	37
Don't know	1	3	3

Source: Robert Half International

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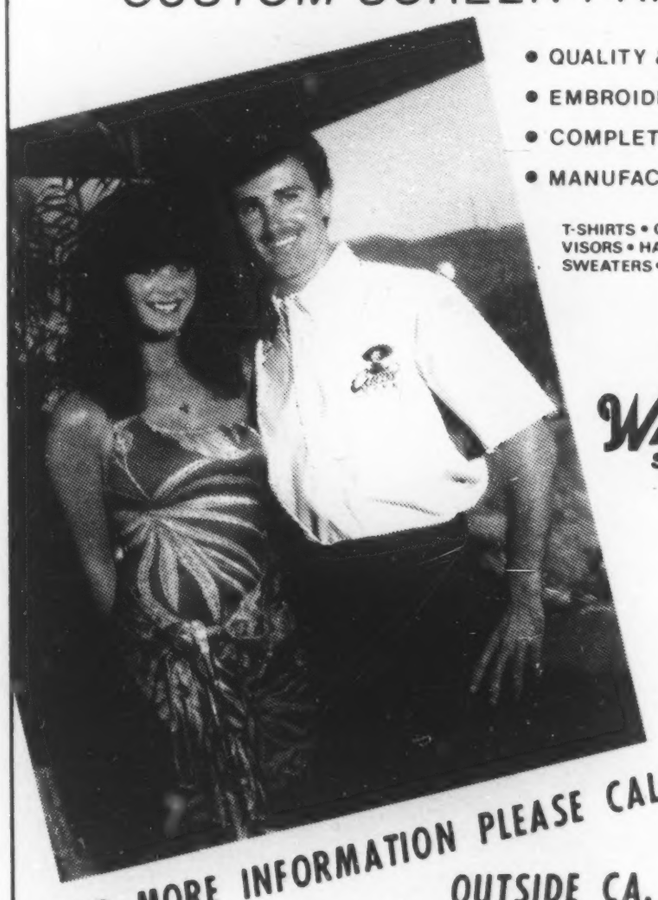

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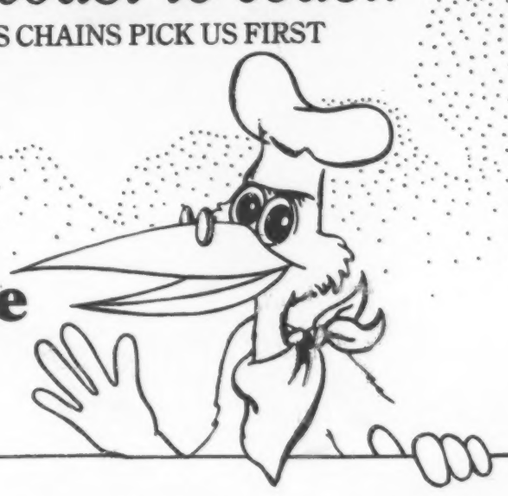

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